



## TORQ Analysis of First-Line Supervisors/Managers of Housekeeping and Janitorial Workers to First-Line Supervisors/Managers of Production and Operating Workers

### INPUT SECTION:

Transfer	Title	O*NET	Filters		
From Title:	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	37-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	First-Line Supervisors/Managers of Production and Operating Workers	51-1011.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

### OUTPUT SECTION:

Grand TORQ:

79

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	71	Level	86	Level	80

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Originality	50	32	53	Management of Personnel Resources	68	11	77	Production and Processing	68	21	87
Speech Recognition	46	24	65	Troubleshooting	56	10	69				
Inductive Reasoning	51	26	59	Critical Thinking	60	8	72				
Category Flexibility	42	27	53	Time Management	62	7	73				
Deductive Reasoning	53	22	62	Judgment and Decision Making	59	6	72				
Flexibility of Closure	44	26	50	Coordination	68	3	70				
Perceptual Speed	42	25	50	Active Listening	65	1	80				
Fluency of Ideas	48	19	50	Reading Comprehension	63	1	77				
Speech Clarity	48	14	65	Instructing	63	1	75				
Written Expression	53	15	59								
Information Ordering	50	15	53								
Near Vision	48	13	59								
Problem Sensitivity	48	10	75								
Written Comprehension	53	11	68								
Oral Comprehension	55	8	75								
Oral Expression	57	5	78								

LEVEL and IMPT (IMPORTANCE) refer to the Target First-Line Supervisors/Managers of Production and Operating Workers. GAP refers to level difference between First-Line Supervisors/Managers of Housekeeping and Janitorial Workers and First-Line Supervisors/Managers of Production and Operating Workers.



## ASK ANALYSIS

### Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Production and Operating Workers	Importance
Oral Expression	52	57	78
Oral Comprehension	47	55	75
Problem Sensitivity	38	48	75
Written Comprehension	42	53	68
Speech Recognition	22	46	65
Speech Clarity	34	48	65
Deductive Reasoning	31	53	62
Written Expression	38	53	59
Inductive Reasoning	25	51	59
Near Vision	35	48	59
Originality	18	50	53
Information Ordering	35	50	53
Category Flexibility	15	42	53
Fluency of Ideas	29	48	50
Flexibility of Closure	18	44	50
Perceptual Speed	17	42	50

### Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Production and Operating Workers	Importance
Active Listening	64	65	80
Reading Comprehension	62	63	77
Management of Personnel Resources	57	68	77
Speaking	61	61	75
Monitoring	73	72	75
Instructing	62	63	75
Time Management	55	62	73
Critical Thinking	52	60	72
Judgment and Decision Making	53	59	72
Coordination	65	68	70
Troubleshooting	46	56	69

### Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Production and Operating Workers	Importance
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Production and Processing	47	68	87
Administration and Management	61	58	75

### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Production and Operating Workers	Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Production and Operating Workers
10+ years	0%	2%	Doctoral	0%	0%
8-10 years	0%	5%	Professional Degree	0%	0%
6-8 years	0%	12%	Post-Masters Cert	0%	0%
4-6 years	34%	11%	Master's Degree	0%	0%
2-4 years	18%	33%	Post-Bachelor Cert	0%	1%
1-2 years	10%	21%	Bachelors	16%	13%
6-12 months	4%	3%	AA or Equiv	0%	17%
3-6 months	15%	2%	Some College	0%	17%
1-3 months	0%	3%	Post-Secondary Certificate	29%	20%
0-1 month	0%	0%	High School Diploma or GED	48%	26%
None	14%	4%	No HSD or GED	4%	3%
First-Line Supervisors/Managers of Housekeeping and Janitorial Workers			First-Line Supervisors/Managers of Production and Operating Workers		
Most Common Educational/Training Requirement:					
Work experience in a related occupation			Work experience in a related occupation		
Job Zone Comparison					
3 - Job Zone Three: Medium Preparation Needed			3 - Job Zone Three: Medium Preparation Needed		
Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.			Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.		
Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.			Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.		
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.			Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.		

### Tasks

First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Production and Operating Workers
Core Tasks	Core Tasks
Generalized Work Activities:	Generalized Work Activities:
<ul style="list-style-type: none"> <li>Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>Coordinating the Work and Activities of Others- Getting members of a group to work together to accomplish tasks.</li> </ul>	<ul style="list-style-type: none"> <li>Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>Making Decisions and Solving Problems -</li> </ul>



- Inspecting Equipment, Structures, or Material - Inspecting equipment, structures, or materials to identify the cause of errors or other problems or defects.
- Identifying Objects, Actions, and Events - Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.

#### Specific Tasks

##### Occupation Specific Tasks:

- Advise managers, desk clerks, or admitting personnel of rooms ready for occupancy.
- Check equipment to ensure that it is in working order.
- Confer with staff in order to resolve performance and personnel problems, and to discuss company policies.
- Coordinate activities with other departments to ensure that services are provided in an efficient and timely manner.
- Direct activities for stopping the spread of infections in facilities such as hospitals.
- Establish and implement operational standards and procedures for the departments they supervise.
- Evaluate employee performance, and recommend personnel actions such as promotions, transfers, and dismissals.
- Forecast necessary levels of staffing and stock at different times, in order to facilitate effective scheduling and ordering.
- Inspect and evaluate the physical condition of facilities in order to determine the type of work required.
- Inspect work performed to ensure that it meets specifications and established standards.
- Instruct staff in work policies and procedures, and the use and maintenance of equipment.
- Inventory stock to ensure that supplies and equipment are available in adequate amounts.
- Investigate complaints about service and equipment, and take corrective action.
- Issue supplies and equipment to workers.
- Maintain required records of work hours, budgets, payrolls, and other information.
- Perform financial tasks such as estimating costs, and preparing and managing budgets.
- Perform or assist with cleaning duties as necessary.
- Plan and prepare employee work schedules.
- Prepare activity and personnel reports, and

Analyzing information and evaluating results to choose the best solution and solve problems.

- Coordinating the Work and Activities of Others- Getting members of a group to work together to accomplish tasks.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.

#### Specific Tasks

##### Occupation Specific Tasks:

- Calculate labor and equipment requirements and production specifications, using standard formulas.
- Confer with management or subordinates to resolve worker problems, complaints, or grievances.
- Confer with other supervisors to coordinate operations and activities within or between departments.
- Demonstrate equipment operations and work and safety procedures to new employees, or assign employees to experienced workers for training.
- Determine standards, budgets, production goals, and rates, based on company policies, equipment and labor availability, and workloads.
- Direct and coordinate the activities of employees engaged in the production or processing of goods, such as inspectors, machine setters, and fabricators.
- Enforce safety and sanitation regulations.
- Inspect materials, products, or equipment to detect defects or malfunctions.
- Interpret specifications, blueprints, job orders, and company policies and procedures for workers.
- Maintain operations data such as time, production, and cost records, and prepare management reports of production results.
- Observe work, and monitor gauges, dials, and other indicators to ensure that operators conform to production or processing standards.
- Plan and develop new products and production processes.
- Plan and establish work schedules, assignments, and production sequences to meet production goals.
- Read and analyze charts, work orders, production schedules, and other records and reports, in order to determine production requirements and to evaluate current production estimates and outputs.
- Recommend or implement measures to motivate employees and to improve



reports containing information such as occupancy, hours worked, facility usage, work performed, and departmental expenses.

- Recommend changes that could improve service and increase operational efficiency.
- Recommend or arrange for additional services such as painting, repair work, renovations, and the replacement of furnishings and equipment.
- Screen job applicants, and hire new employees.
- Select and order or purchase new equipment, supplies, and furnishings.
- Select the most suitable cleaning materials for different types of linens, furniture, flooring, and surfaces.
- Supervise in-house services such as laundries, maintenance and repair, dry cleaning, and/or valet services.

#### Detailed Tasks

##### Detailed Work Activities:

- analyze operational or management reports or records
- assign work to staff or employees
- clean rooms or work areas
- conduct or attend staff meetings
- conduct training for personnel
- confer with other departmental heads to coordinate activities
- demonstrate or explain assembly or use of equipment
- direct and coordinate activities of workers or staff
- establish employee performance standards
- estimate materials or labor requirements
- forecast departmental personnel requirements
- hire, discharge, transfer, or promote workers
- inspect facilities to determine repair or replacement needs
- interview job applicants
- inventory stock to ensure adequate supplies
- investigate customer complaints
- issue supplies, materials, or equipment
- maintain production or work records
- monitor worker performance
- orient new employees
- oversee work progress to verify safety or conformance to standards
- prepare or maintain employee records
- prepare reports
- purchase furnishings, artworks, or accessories
- purchase housekeeping or cleaning supplies or equipment

production methods, equipment performance, product quality, or efficiency.

- Recommend personnel actions such as hirings and promotions.
- Requisition materials, supplies, equipment parts, or repair services.
- Set up and adjust machines and equipment.

#### Detailed Tasks

##### Detailed Work Activities:

- adjust production equipment/machinery setup
- analyze operational or management reports or records
- assign work to staff or employees
- communicate technical information
- compute production, construction, or installation specifications
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate production materials, activities or processes
- demonstrate or explain assembly or use of equipment
- determine factors affecting production processes
- develop maintenance schedules
- direct and coordinate activities of workers or staff
- establish employee performance standards
- estimate materials or labor requirements
- examine products or work to verify conformance to specifications
- explain rules, policies or regulations
- explain work orders, specifications, or work techniques to workers
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain job descriptions
- maintain production or work records
- maintain records, reports, or files
- manage inventories or supplies
- modify work procedures or processes to meet deadlines
- monitor production machinery/equipment operation to detect problems
- monitor worker performance
- motivate workers to achieve work goals
- orient new employees
- oversee work progress to verify safety or conformance to standards
- prepare or maintain employee records
- prepare reports



- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule employee work hours
- use oral or written communication techniques
- use power mower

#### Technology - Examples

##### Data base user interface and query software

- Data entry software
- Microsoft Access

##### Electronic mail software

- Email software
- Microsoft Outlook

##### Facilities management software

- Computerized maintenance management system CMMS software

##### Inventory management software

- Inventory tracking software

##### Materials requirements planning logistics and supply chain software

- Computerized bed control system software

##### Office suite software

- Microsoft Office

##### Presentation software

- Microsoft PowerPoint

##### Project management software

- Microsoft Project

##### Spreadsheet software

- Microsoft Excel

##### Word processing software

- Microsoft Word

#### Tools - Examples

- Building alarm systems
- Push brooms
- Carpet shampooers

- read blueprints
- read technical drawings
- read work order, instructions, formulas, or processing charts
- recommend improvements to work methods or procedures
- requisition stock, materials, supplies or equipment
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule activities, classes, or events
- schedule employee work hours
- set up production equipment or machinery
- understand second language
- understand technical operating, service or repair manuals
- use oral or written communication techniques

#### Technology - Examples

##### Data base user interface and query software

- Database software
- Oracle software

##### Electronic mail software

- Email software
- IBM Lotus Notes
- Microsoft Outlook

##### Enterprise resource planning ERP software

- Bowen & Groves M1 ERP
- Capterra Enterprise Resource Planning
- Encompix ERP
- Epicor Vantage ERP
- Epicor Vista ERP
- Giraffe Production Systems software
- Intacct ERP software
- Made2Manage software
- Microsoft Axapta
- NetSuite NetERP
- Resource planning software
- Retain Resource Planning
- SAP Business One



- Cleaning scrapers
- Industrial dryers
- Desktop computers
- Dust mops
- Protective face shields
- Floor burnishers
- Floor scrubbing machines
- Powered floor washers
- Safety goggles
- Spray bottles
- Flatwork ironers
- Step ladders
- Light commercial washing machines
- Dust masks
- Mop wringers
- Personal computers
- Pressure washers
- Rubber gloves
- Industrial sewing machines
- Multi-line telephone systems
- Squeegees
- Steam-operated sterilizers
- Steam pressers
- Industrial vacuum cleaners
- Wet mops
- Wet-dry vacuums

- SAP software
- SYSPRO software
- Technology Group International Enterprise 21 ERP
- Human resources software
- GHG electronic employee management suite eEMS software
- Internet browser software
- Netscape software
- Inventory management software
- Inventory management software
- Materials requirements planning logistics and supply chain software
- Integrated materials management systems
- Materials management software
- QA Software QMS Materials Management
- Office suite software
- Microsoft Office
- Presentation software
- Microsoft PowerPoint
- Project management software
- Microsoft Total Quality Control Management
- Total quality management TQM software
- Spreadsheet software
- Microsoft Excel
- Spreadsheet software
- Time accounting software
- Kronos Workforce Timekeeper
- Timekeeping software
- Work Technology WorkTech Time
- Word processing software
- Microsoft Word
- Word processing software
- Tools - Examples
- Desktop computers
- Personal protective clothing
- Laser printers
- Notebook computers





- Personal computers
- Respirators
- Safety glasses
- Protective shoes
- Laser scanners
- Operator terminals

### Labor Market Comparison

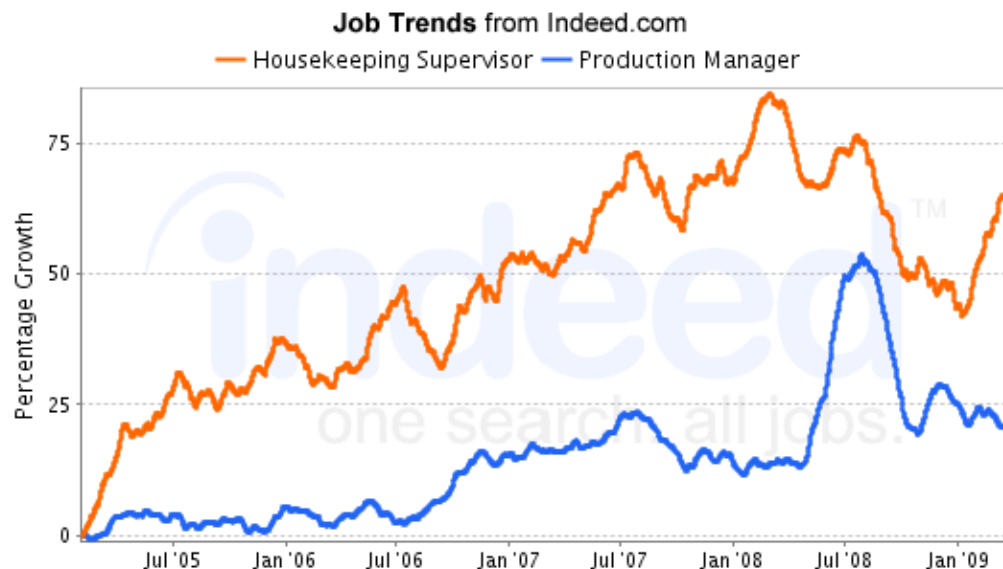
Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Production and Operating Workers	Difference
Median Wage	\$ 33,840	\$ 45,510	\$ 11,670
10th Percentile Wage	\$ 21,680	\$ 28,000	\$ 6,320
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 41,770	\$ 58,890	\$ 17,120
90th Percentile Wage	\$ 53,500	\$ 73,810	\$ 20,310
Mean Wage	\$ 35,260	\$ 48,010	\$ 12,750
Total Employment - 2007	900	3,750	2,850
Employment Base - 2006	1,006	3,893	2,887
Projected Employment - 2016	1,040	3,745	2,705
Projected Job Growth - 2006-2016	3.4 %	-3.8 %	-7.2 %
Projected Annual Openings - 2006-2016	18	65	47

### National Job Posting Trends

Trend for First-Line Supervisors/Managers of Housekeeping and Janitorial Workers

Trend for First-Line Supervisors/Managers of Production and Operating Workers



Data from [Indeed](http://Indeed.com)

### Recommended Programs

#### Operations Management and Supervision

Operations Management and Supervision. A program that prepares individuals to manage and direct the physical and/or technical functions of a firm or organization, particularly those relating to development, production, and manufacturing. Includes instruction in principles of general management, manufacturing and production systems, plant management, equipment maintenance management, production control, industrial labor relations and skilled trades supervision, strategic manufacturing policy, systems analysis, productivity analysis and cost control, and materials planning.

No schools available for the program

### Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
37-1011.00	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	100	3	900	\$33,840.00	\$0.00	3%	18
51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	79	3	3,750	\$45,510.00	\$11,670.00	-4%	65
43-5061.00	Production, Planning, and Expediting Clerks	78	2	1,320	\$38,490.00	\$4,650.00	-1%	35
47-1011.00	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	78	3	3,190	\$46,630.00	\$12,790.00	3%	77
11-9021.00	Construction Managers	78	3	970	\$72,320.00	\$38,480.00	4%	35
25-1194.00	Vocational Education Teachers, Postsecondary	77	4	0	\$47,550.00	\$13,710.00	51%	20
11-9131.00	Postmasters and Mail Superintendents	77	3	420	\$55,200.00	\$21,360.00	-5%	10



53-1021.00	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	77	3	1,160	\$34,540.00	\$700.00	11%	37
13-1071.01	Employment Interviewers	76	3	610	\$41,200.00	\$7,360.00	10%	19
43-6011.00	Executive Secretaries and Administrative Assistants	76	3	3,330	\$38,830.00	\$4,990.00	6%	76
11-3011.00	Administrative Services Managers	76	4	1,090	\$56,630.00	\$22,790.00	5%	34
29-9012.00	Occupational Health and Safety Technicians	76		40	\$39,170.00	\$5,330.00	7%	1
33-2021.01	Fire Inspectors	76	3	80	\$37,800.00	\$3,960.00	4%	2
11-3071.01	Transportation Managers	76	3	710	\$62,270.00	\$28,430.00	5%	25
13-1051.00	Cost Estimators	76	4	750	\$44,990.00	\$11,150.00	14%	25

### Top Industries for First-Line Supervisors/Managers of Production and Operating Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Plastics product manufacturing	326100	4.03%	28,154	29,844	6.00%
Printing and related support activities	323100	3.61%	25,224	19,985	-20.77%
Motor vehicle parts manufacturing	336300	3.08%	21,518	17,131	-20.39%
Architectural and structural metals manufacturing	332300	2.52%	17,595	18,792	6.80%
Self-employed workers, primary job	000601	2.40%	16,779	17,876	6.54%
Grocery stores	445100	2.37%	16,559	18,067	9.11%
Animal slaughtering and processing	311600	2.24%	15,642	17,851	14.13%
Local government, excluding education and hospitals	939300	2.07%	14,471	16,257	12.34%
Machine shops	332710	1.99%	13,948	11,538	-17.28%
Converted paper product manufacturing	322200	1.89%	13,212	11,088	-16.08%
Semiconductor and other electronic component manufacturing	334400	1.88%	13,126	11,473	-12.59%
Drycleaning and laundry services	812300	1.75%	12,216	12,217	0.01%
Other wood product manufacturing	321900	1.64%	11,463	10,802	-5.77%
Other fabricated metal product manufacturing	332900	1.57%	10,950	9,702	-11.39%
Other general purpose machinery manufacturing	333900	1.41%	9,879	8,918	-9.73%

### Top Industries for First-Line Supervisors/Managers of Housekeeping and Janitorial Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	27.17%	76,681	86,700	13.07%



Elementary and secondary schools, public and private	611100	9.13%	25,771	23,972	-6.98%
Self-employed workers, secondary job	000602	3.57%	10,069	10,024	-0.45%
Colleges, universities, and professional schools, public and private	611300	3.06%	8,641	8,502	-1.61%
Nursing care facilities	623100	2.98%	8,403	9,132	8.68%
Local government, excluding education and hospitals	939300	2.93%	8,259	8,426	2.03%
General medical and surgical hospitals, public and private	622100	2.59%	7,303	8,085	10.71%
Religious organizations	813100	2.28%	6,441	7,786	20.87%
Community care facilities for the elderly	623300	1.27%	3,598	4,940	37.28%
Lessors of real estate	531100	1.01%	2,860	2,834	-0.89%
Casino hotels	721120	0.97%	2,724	3,365	23.54%
Employment services	561300	0.95%	2,667	3,511	31.63%
Activities related to real estate	531300	0.92%	2,592	3,436	32.54%
Vocational rehabilitation services	624300	0.76%	2,146	2,719	26.68%
Exterminating and pest control services	561710	0.76%	2,152	2,610	21.25%